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AMCOPS-EA

16 September 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Single Army Logistics Enterprise (SALE) Processes Executive (PE) Directive Number 15

1. References.

a. Memoranda, HQ USAMC, AMCOPS-EA, subject: Single Army Logistics Enterprise (SALE) Processes Executive (PE) Directives Numbers 1-14

b. Memorandum, Department of the Army, 15 Jul 03, subject: Army Knowledge Management (AKM) Guidance Memorandum Number 4 – Army Logistics Enterprise Integration

2. This is the fifteenth in a series of Process Executive (PE) Directives issued to document and communicate decisions made by the Single Army Logistics Enterprise (SALE) PE Business Process Council (BPC). The PE's meet periodically to review and approve the SALE End-to-End (E2E) scenarios, and provide other guidance. The guidance contained in this directive is applicable to all SALE components.

3. Copies of directives and materials from PE sessions may be obtained on Army Knowledge Online (AKO). To reach the PE Knowledge Center, select "Site Map" from the menu bar at the top of the AKO login screen. From the Site Map screen at the bottom center under Army Organizations, select "MACOMS." On the next screen, select "Army Materiel Command." On the AMC page, select "Go to the AMC Knowledge Centers" in the center of the page. On the next page under organizations, select "HQ AMC," then "AMC G-3/OPS," then "AMCOPS-E," then "PE - Process Executives." Directives are under Important Documents, and materials from the PE sessions are under Meetings and Events.

4. This directive includes PE decisions and guidance from the 31 Jul 06 and 23 Aug 06 sessions. The agendas are included in Enclosures 1 and 2. Additional information on the agenda items, to include PE guidance, decisions and action items, is covered below.

5. No new E2E Business Process scenarios were reviewed at these sessions. The business process scenarios are graphically depicted in the Architecture of Integrated Information Systems (ARIS) modeling tool, which provides a detailed business process flow to be used by the Enterprise Resource Planning (ERP) Configuration Team to configure the SAP ERP software package. The models in ARIS may be accessed at <https://laison.eimodel.redstone.army.mil/>.

6. During both sessions, Mr. Carlos Morrison, AMC G-3 Enterprise Integration (EI), provided an assessment of the initial results of implementing the National Inventory Management Strategy (NIMS) in legacy. This was a tasking to the Deputy for Army Logistics Enterprise Integration (DALEI) from the 14 Jun 06 SALE PE session. Enclosure 3 provides detailed information of the assessment and key points discussed at both sessions. The bottom line guidance from the PE's was to stay the course; NIMS is to be implemented within the SALE in the modernized environment. NIMS implementation for the tactical environment is currently funded within the GCSS-Army (F/T) program in Segment 2. NIMS implementation for the installation environment is identified as a requirement in the Logistics Modernization Program (LMP) Installation Fixed Base (IFB) Statement of Work (SOW), currently not funded with Research, Development, Testing and Evaluation (RDT&E) dollars. Only \$4 million in Operations and Maintenance (O&M) funding (sustainment) is available for FY 06 and FY 07, which cannot be used to support the IFB SOW. Army G-4 agreed to review the IFB SOW unfunded (RDT&E) requirement as part of the next Program Objective Memorandum (POM) budget process (FY 10-15). Army G-4 Chief Information Officer (CIO) also agreed to address and engage in responding to any future follow-up/inquiries from the Office of the Secretary of Defense (OSD) on the Army's strategy for implementing NIMS in the SALE.

7. During the 31 Jul 06 session, Ms. Cathy Doolos, Program Manager SALE, provided a program update for LMP. The focus of the presentation was the results of the meeting with the Deputy Under Secretary of Defense (DUSD) Business Transformation Agency (BTA) on compliancy activities, and the status of financial end of year certification and Government Accountability Office (GAO) concerns. The meeting with BTA resulted in the designation of LMP as an Enterprise Risk Assessment Model (ERAM) Pilot Program, and release of remaining FY 06 funding. Compliancy activities in Business Enterprise Architecture (BEA), Federal Financial Management Improvement Act (FFMIA), and Standard Financial Information Structure (SFIS) were all on track for meeting upcoming milestones. In conclusion, she emphasized the significant progress made in financial end of year certification and GAO concerns.

8. During the 31 Jul 06 session, Mr. Robert Osborn, HQDA G-4 Acting Director and Chief Information Officer for Logistics Automation Programs introduced an update on Logistics Domain Information Technology (IT) Portfolio Management (PfM) with an overview of the vision, capabilities and goals. He was followed by Mr. Kirk Hamlet, HQDA G-4, who presented a revised Logistics Domain Governance Structure that includes BPC participation in IT approvals. Mr. Danny Marr, AMC G-3 EI, then discussed the Office of the Secretary of Defense (OSD) certification process, and the status of FY06 Logistics IT projects previously considered or under consideration by the Department of Defense (DoD) Investment Review Board. The presentation highlighted lessons learned during the processing of various OSD certification packages, and requested assistance from the BPC during FY 07. **GUIDANCE:** The BPC concurred in supporting the PfM review process. MG Stevenson indicated that the Business Area Leads (BAL) must also participate in initial reviews and then advise BPC members on matters to be presented to the BPC.

9. During the 31 Jul 06 session, Mr. Brian Wood, Combined Arms Support Command (CASCOM), gave a presentation on Condition Based Maintenance-Plus (CBM+). He addressed current activities to develop an Army strategy, key Program Managers (PM) involved in the process, and three options for the way ahead. Option #3 (Appoint a PM now by expanding a current PM's role and Augment the PM with LIA) was the preferred option. He emphasized the role of the acquisition community in managing the overall requirements. Option #3 proposes that a PM be assigned now as the overall lead for coordinating the Army strategy. However, an alternative could be to assign a PM to address hardware requirements, and another PM to address software requirements. MG Stevenson requested that HQDA G-4 publish the Army strategy for CBM, and release a memo recommending that a PM be assigned for this effort. **ACTION:** Mr. Edwards (HQDA G-4) agreed. CASCOM is to prepare and coordinate a memo to Mr. Pybus (ASA(AL&T)), through HQ DA G-4 (Mr. Edwards), with this recommendation.

10. During the 31 Jul 06 session, Mr. Lewis, AMC G-3 EI, discussed the capabilities required for the Depot Workload Dashboard (DWD), and the current challenges for HQAMC and the depots to produce comprehensive key reports for decision making purposes. MG Stevenson's concern was that DWD as a business intelligence tool will not only be able to solve today's issues, but also tomorrow's challenges. Mr. Lewis emphasized that end of year funding was available and that this tool was more in line with supporting LMP business processes. However, Mr. Lewis agreed to update the BPC in the future on how this tool can be leveraged for tomorrow's business intelligence strategy.

11. During the 31 Jul 06 session, Mr. Jim Kipers and Mr. Forrest Malcomb, Strategies, Architectures and Standards Group (SASG), provided their recommendations on the "top five" business process scenarios to be reviewed for SALE Increment 2. This was a tasking to the SASG from the 14 Jun 06 SALE PE session. Mr. Kipers pointed out during the 14 Jun 06 SALE PE session that the business process scenarios document our desired end-state business processes for SALE Increment 3, not the upcoming Increment 2. They presented the BPC with seven proposed scenarios for review under Increment 2. In addition, the workshop will also address describing the SALE characteristics for these scenarios based on the tasker from Ms. Baker, Principal Deputy AMC G-3. Of the 92 scenarios identified to date, 26 have been deleted or merged, leaving 66 active scenarios. A total of 59 have been approved by the Process Executives, leaving seven under development. **GUIDANCE:** The PEs agreed with the proposed scenarios for review, and further coordination for the workshops. MG Stevenson indicated that these workshops should be considered as mission essential, and to ensure only the required participants attend the sessions.

12. During the 31 Jul 06 session, LTC (P) Rob Sorensen, HQDA G-4, provided an update on the proposed change in policy for temporary loan of secondary items. He noted that not all responses have been received from the field to date. The way ahead was to send a reminder to the Army commands for input, with the suspense date extended until 7 Aug 06. Mr. Edwards will be provided a recommendation. Following the recommendation, a message will be published announcing the change, followed by an update to AR 700-131 and/or AR 710-2. **GUIDANCE:** The PEs agreed with the way ahead.

13. There was a summary review of the open SALE issues at the 23 Aug 06 session. Of the 236 issues opened since inception in May 04, 213 (90%) have been closed, leaving 23 open as of 23 Aug 06. Additional information may be found in the Magic SALE Issue Resolution Database at <http://160.147.166.135/AMCOPS/>. This system requires a username and password; those without an account may contact the points of contact listed at the end of this memorandum for assistance. Currently, there are no remaining open issues that will delay the Global Combat Support System-Army (Field/Tactical) (GCSS-Army (F/T)) development schedule.

14. Following the summary review, during the 23 Aug 06 session, Ms. Jacqui Moore, National Distribution Business Area Lead (BAL), provided an update on two open issues related to container management. The first issue (#66) was, will the "Wise Track" system continue to be used or will it be subsumed into another standard system in the future? In Aug 06, the Surface Deployment and Distribution Command (SDDC) stated they no longer support a joint solution for container management. If no decision is made by U. S. Transportation Command (TRANSCOM) and or the Joint Intermodal Working Group (JIWG) for a joint solution by 1 Oct 06, Ms. Moore recommends that discussions should begin with the programs on SAP functionality for container management for all SALE component systems. **ACTION:** The PE's asked for an update at the next SALE PE session. The second issue (#67) was, will container management movement reports be based on In-Transit Visibility (ITV), or will it be a separate additional reporting requirement? In the short term, personnel will be required to manually update receipt and shipment information with limited data entry into ACAMS. In the long term, automated updates will be made into the solution tracking system utilized by the Army Intermodal Distribution Platform Management Office (AIDPMO) for the SALE. This issue was closed by the PE's during the session.

15. During the 23 Aug 06 session, Mr. Dan Rhodes, Director LAISO, presented an overview on the development of the National Business Process Architecture. The architecture documents national business processes within the SALE architecture and provides a holistic view of Army logistics business processes. It identifies national Information Technology (IT) systems and data flows that enable core processes, and enables Portfolio Management of logistics IT investments. The results of this effort will be combined with the SALE Architecture version 4.0 to create version 5.0. Work continues on this effort.

16. During the 23 Aug 06 session, Mr. Tom Schneider, Army Materiel Systems Analysis Activity (AMSAA), provided an update on the activities of the Product Data and Engineering Working Group (PEWG). The PEWG activities are divided into four Work Packages (WP). WP1 is to define product data, identify the data set needed to manage a weapon system and define a strategic vision for how product data should be acquired, managed, accessed and used. The identification of the data set is scheduled for completion in May 07, and the strategic vision in Oct 06. WP2 is to identify standards required for the exchange of data, and development of a comprehensive Business Case for Army use of selected sets of data exchange standards. The PEWG has completed a series of site surveys and visits, and work continues on this effort. WP3 is the development of proposed Army policy for data requirements on contracts. The draft policy is with ASA(AL&T) for approval and signature. Work continues on specific changes to related

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publications. WP4 is to provide detailed product data business process definitions and descriptions to the SALE / Future Business Systems (FBS) materiel developer community. The PEWG has completed a series of site visits and documented current business processes, and is holding a series of workshops to define the to-be business processes. **ACTION:** Mr. Lewis, AMC G3 EI, will coordinate with G7 to schedule Mr. Pybus and Mr. Mullins, ASA(AL&T), for a PEWG briefing.

17. The point of contact for this action is Mr. Paul Smith, Chief of the Strategies, Architectures and Standards Group (SASG), (703) 806-9113, DSN 656, email: [paul.smith1@us.army.mil](mailto:paul.smith1@us.army.mil). For specific questions and comments contact Mr. Carlos Morrison, (703) 806-9164, DSN 656, email: [carlos.morrison@us.army.mil](mailto:carlos.morrison@us.army.mil) or Mr. Todd Sipe, (703) 806-9162, DSN 656, email: [todd.sipe@us.army.mil](mailto:todd.sipe@us.army.mil).



RONALD B. LEWIS

Deputy G-3

for Enterprise Integration

Encls:

- 1 – Agenda 31 Jul 06
- 2 – Agenda 23 Aug 06
- 3 – NIMS assessment

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Agenda for 31 Jul 06 SALE BPC Session:



# Agenda

<u>Briefer</u>		<u>Subject</u>	<u>Start</u>	<u>End</u>	<u>Remarks</u>
Mr. Morrison	★	Purpose/Agenda/Initial Assessment of NIMS implementation in Legacy	1515	1615	
Mr. Snodgrass / LTC Zoppa	★	LMP & GCSS Army Update	1615	1645	
Mr. Hamlet/Mr. Marr	★	PfM Update	1645	1715	
CASCOM/AMC G3	★	Special Topics Discussion <ul style="list-style-type: none"><li>➤ Conditioned Based Maintenance Plus (CBM+)</li><li>➤ Depot Workload Dashboard (DWD)</li></ul>	1715	1745	
Mr. Malcomb/Mr. Kipers	★	E2E Scenarios Update	1745	1800	
LTC Sorensen	★	Update for Change in Policy of Temp Loan for Secondary Items	1800	1810	
Process Executives	★	Closing Remarks	1810	1815	

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Encl 1



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Agenda for 23 Aug 06 SALE BPC Session:



# Agenda

<u>Briefer</u>		<u>Subject</u>	<u>Start</u>	<u>End</u>	<u>Remarks</u>
Mr. Morrison	★	Purpose/Agenda/ NIMS implementation discussion	1330	1445	
Mr. Sipe/BALs	★	SALE Issues Overview - Container Management issues 66 & 67	1445	1500	
Mr. Rhodes	★	National Architecture Update	1500	1515	
Mr. Schneider	★	Update of Army Product Data & Engineering Work Group (PEWG) efforts	1515	1525	
Process Executives	★	Closing Remarks	1525	1530	

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Encl 2

**Results of NIMS Assessment in Legacy from 31 July and 23 Aug sessions****1. 31 July 06:**

Mr. Morrison first provided a background overview of critical events leading senior Army leadership to consider implementing NIMS in legacy. He indicated that NIMS implementation required an Army strategy due to fundamentally introducing a business process transformation into the Army supply chain. Major considerations included OSD guidance (Program Budget Decision 422) to close down NAMI Product Support Integration Directorate (PSID) operation. In addition, NAMI PSID operation was established only as an interim solution for NAMI management within Army logistics, understanding that Logistics Modernization Project (LMP) full implementation did not include NAMI PSID business process (to be provided in the currently unfunded LMP Installation Fixed Base (IFB) Statement of Work). Mr. Morrison briefed three courses of action (COA). The recommendation was to pursue a Time Phased Approach (COA #3). This approach was described in terms of 2 phases; Phase 1, Implement NIMS at the installation level in legacy, and Phase 2, Implement NIMS at the tactical level in the modernized environment (GCSS-Army (F/T) Segment 2). NIMS will not be addressed in GCSS-Army (F/T) Segment 1. The other key point is that any requirement to implement NIMS in legacy would be identified as an unfunded requirement. **Guidance:** The Process Executives agreed with the recommended COA, and next steps. However, MG Stevenson's guidance was to assign lead organizations responsibility for the required key activities and next steps, and that a progress report is provided at future BPC sessions. However, after this session MG Stevenson agreed that further discussion was required on this plan, to ensure common understanding of the road ahead for implementing NIMS in the SALE. This topic was to be addressed at the next BPC in Aug 06 **Action:** The DALEI will coordinate with other key stakeholders responsible for required key activities.

**2. 23 Aug 06:**

Mr. Morrison provided a short update on the key points discussed at the last BPC in relation to NIMS implementation. However this time NIMS assessment strategies were presented in terms of NAMI PSID operation timeline. Four strategies were presented, with the shortest NAMI PSID operation timeline for implementing NIMS totally in a legacy environment. The assessment also addressed 2d order effects implications of IFB SOW currently (RDT&E) unfunded. Mr. Osborn (Army G4 (CIO) emphasized that it was important for Army to stay the course with original approach for implementing NIMS within the SALE in the modernized environment. He added that attempting to fund NIMS in a legacy environment would not have high priority among the other Army unfunded requirements in support of GWOT. PE's agreed with the recommendation from Mr. Osborn, and asked Army G4 (CIO) to address and engage any future follow-up/inquiries from OSD on this matter. **Guidance:** PE's agreed to stay the course. **NIMS to be implemented within the SALE in the modernized environment. NIMS for tactical environment is currently funded within GCSS Army (Segment 2) program. NIMS for installation environment is identified as a requirement in the Installation Fixed Base (IFB) Statement of Work (SOW), currently not funded with RDT&E dollars. Only \$4 million O&M funding (sustainment) is available for FY 06 and FY 07, which cannot be used to support the IFB SOW.** Army G4 agreed to review the IFB SOW unfunded

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**(RDT&E) requirement as part of the next POM/budget process (FY 10-15). Army G4 (CIO) also agreed to address and engage in responding to any future follow-up/inquiries from OSD on Army's strategy for implementing NIMS in the SALE.**

Encl 3